

**COMMUNITY COLLEGE OF AURORA
COLORADO PEAK PERFORMANCE
PERFORMANCE MANAGEMENT PLAN FOR CLASSIFIED EMPLOYEES**

I. OVERVIEW

The Community College of Aurora Performance Management Plan for Classified employees changes the culture and environment of state government and moves the college to a pay for performance system. Anticipated results include a more efficient and effective work force.

The Community College of Aurora Performance Management Plan was developed with input from the Classified Staff and approved by the President's Cabinet. The President's Cabinet will oversee the quality of the classified performance plan. Training programs for supervisors and classified staff specifically for pay for performance started in 1999 and has continued on an as needed basis. Performance management training is required for all supervisors.

II. PERFORMANCE PLANNING AND EVALUATION GUIDELINES

Area Vice-Presidents and supervisors are responsible for communicating the Community College of Aurora (CCA) performance management process to Classified Employees. Communication will include written performance standards, performance expectations and performance plans. Employee performance plans should align with department/institutional goals. **Statewide uniform core competencies defined by the State Personnel Director will be incorporated into classified employee performance plans and must be considered during evaluation.**

Supervisors are responsible for developing performance plans and completing evaluations in a timely manner for each classified employee they supervise. Classified employees will be evaluated in writing at least once a year. A minimum of one mid-year review is required during the rating cycle. Classified supervisors who don't do timely plans and evaluations are not eligible for performance awards. A default rating of Fully Competent is given until the employee is given a final evaluation. Supervisors are expected to involve classified employees in the development of the performance plans and are encouraged to discuss professional growth and training opportunities. If a supervisor fails to plan and/or evaluate an employee's job performance, a reviewer is responsible for completing the plan and/or evaluation. If the reviewer fails to plan and/or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan and/or evaluation and on up the chain of command until the plan and/or evaluation is completed as required by law.

All supervisors will be evaluated on performance management of their employees and are subject to the sanctions imposed by CRS 24-50-118 (requirement for increments of 5-day suspension for all supervisors failing to provide timely evaluations). In addition, Director's Administrative Procedures provide that classified supervisors who don't do timely plans and evaluations are not eligible for performance awards. A default rating of Fully Competent is given until the employee is given a final

evaluation. Evaluation tools such as self-evaluation and constituency evaluation should be considered where feasible. Teamwork can be included as a component of an individual's performance plan. The annual rating cycle is May 1, 2000 through April 30, 2001. In order to ensure quality and consistency of performance ratings all supervisor evaluations will be reviewed by area Vice Presidents and by the President for employees who report directly to a Vice President. Supervisors will rate each classified employee as "meritorious", "exceeds expectation", "fully competent", or "needs improvement". The ratings are defined as follows:

Unsatisfactory – performance falls short of the standards established for the job. Work may be of variable quantity and quality or may be consistently short of the mark. Goals are not consistently achieved.

Fully Competent – Performance fully satisfies the requirements of the job. Goals, accomplishments and expected results are achieved or slightly exceeded.

Exceeds Expectations – performance is convincingly better than established standard or expectations. Goals, accomplishments and expected results are convincingly exceeded.

Meritorious – this rating shall only be given to those employees whose performance is meritoriously sustained when compared to overall job requirements and expectations.

An overall Needs Improvement Rating shall result in a performance improvement plan or corrective action. Individual factor ratings of Needs Improvement may result in a performance improvement plan or corrective action. Employees who receive an overall rating of needs improvement are not eligible for a performance award.

The Human Resources Office shall be the official custodian of the Performance Evaluation forms. Information, as required by the State Personnel Director, must be reported by specified deadlines.

III. AWARD DISTRIBUTION

The CCA award distribution model is attached (**see attachment #1**). This model will determine the performance award allocation. Pay decisions will be made on the evaluations completed by raters and reviewers and that are within the plan guidelines. All performance awards, base building and non-base building, will be a percentage of salary and will be effective on July 1. All awards are subject to available funding and no award will be guaranteed. Employees must be rated Fully Competent, exceeds expectation or meritorious to be eligible for an award. For those currently at the pay range maximum only meritorious performers are eligible for a non-base building award. The minimum award for those currently at the maximum of their pay ranges is set at zero. No base building award can be granted that results in a base salary that exceeds the pay range maximum. Employees rated Fully Competent, Exceeds Expectations, or Meritorious and that are below the pay range maximum are eligible for base building awards, non- base building awards, or a combination of both. Employees rated Fully Competent, Exceeds Expectations, or Meritorious will receive base building awards not to exceed the pay range maximum. In the event of a fiscal emergency, all awards may be non-base building.

Employees rated Fully Competent or Exceeds Expectations and are at their pay range maximum are not eligible for any performance award. Employees rated Fully Competent or exceeds expectations cannot receive a performance award that places them higher than the pay range maximum. Employees at the pay range maximum and rated meritorious may receive a non-base building award above the pay range maximum. Regardless of performance level, an employee cannot be granted an award or combination of awards greater than the set performance award maximum. During the first-year transition, awards will be calculated using the statewide, employee-based annualization process as described in the report to the JBC, August 31, 2000. Awards for new hires will be pro rated based upon date of hire.

The use of non-monetary incentives currently available in the state personnel system will be encouraged to supplement salary-based performance awards.

IV. DISPUTE RESOLUTION

The Colorado Community College and Occupational Education System will utilize one common dispute resolution process as described in **attachment #2**.

V. TRAINING

Performance Management training was conducted by a professional consultant through the CCA Workforce Development Department during the Spring of 1999. Training consisted of one eight hour session for classified staff and supervisors, an additional eight hour session for supervisors and also a four hour train the trainer session. Each training participant received a training manual. Performance Management Training is required for all supervisors. Training continues on an as needed basis throughout the College. Information regarding Performance Management is also included in new employee orientation. Performance Management training is also available upon request.

VI. PLAN EVALUATION

The Personnel Office will solicit input from the classified staff and supervisors regarding the Performance Management Process.